

NOAA Coastal Services Center

Orientation for Assistant Administrator Jack Dunnigan

I. Fiscal Year 2006 Issues

A. Major program goals and planned accomplishments: What 5 things does NOAA need for you to accomplish this fiscal year?

- **Restructuring the NOAA Coastal Services Center**

An intensive one-year reassessment process initiated this effort. This proposed structure has several objectives: 1) refine organizational focus and execute smartly; 2) institutionalize regional deployment; 3) improve execution of integrated ocean observing system strategy; 4) institutionalize focus on data management and systems design; 5) refine commitment to planning, execution, and results; and 6) reduce layers of management and improve span of control. (*See organizational chart, attachment I A*).

- **Meeting Gulf of Mexico Needs**

This region is a high priority area for NOAA and the Center. Large-scale efforts include making NOAA services more readily available to the region through the development of a **Gulf Coast Services Center**. The Center director is co-chair of the federal support team to the **Gulf of Mexico Alliance (GOMA)**, facilitating community workshops to identify the priority needs of this region, and participating in specific issues of water quality, habitat, and hazards. Other pivotal efforts include the NOS partnership proposal and the initiation of the Northern Gulf of Mexico Cooperative Institute.

- **Furthering the National Ocean Economics Program**

This program (NOEP) is establishing a national database that describes the contributions of the oceans and Great Lakes to the economy, and includes both market and non-market indicators. The work is being performed through a cooperative agreement between the Center and the Foundation of California State University at Monterey Bay. The project team is composed of scientists from a number of academic institutions, government agencies, and the private sector, and includes NOAA's chief economist and economists from NOS Special Projects and the Center. The Center is providing technical support in developing applications of the NOEP data (e.g., response to Hurricane Katrina), creating spatial databases and geospatial versions of program data that coastal resource managers can use for state and regional studies, and improving the NOEP Web site. NOEP has been identified as a Subcommittee on Integrated Management of Ocean Resources priority.

- **Leading Coasts, Estuaries, and Oceans**

The Center leads this program in working with the NOAA Weather and Water Goal Team to reduce loss of life and injury, and damage to the economy from

hazardous and severe weather events. Additional goals include producing better, quicker, and more valuable weather and water information to support decision making. In 2006, the Center will assist NOAA in implementing 23 storm surge plan actions. The Center is the lead for 9 of the 23 recommendations.

- **Making the Integrated Ocean Observing System (IOOS) a Reality**
The primary goal is to establish IOOS to better serve users. Center support includes assessing data needs and data provider capabilities, helping users more easily incorporate IOOS data into their efforts, creating data delivery systems and standards, coordinating regional coastal ocean observing systems, engaging and verifying new data collection techniques, and working with the IOOS community, including Ocean.US, to develop a functioning network of regional associations.

B. Major deliverables for which the office is responsible. Note: The Center's list of NOS milestones is included in the briefing package. The following list is illustrative and designed to show a balance of Center efforts.

- **Land Cover Data and Maps** – The Coastal Change Analysis Program (C-CAP) is developing a nationally standardized database of coastal land cover.
- **Bay Watershed Education and Training (B-WET)** – This Hawaiian Islands program works to increase environmental literacy in classrooms and communities. B-WET Hawaii is engaged with the Chesapeake and Monterey B-WET programs.
- **Training for Coastal Resource Managers** – This hallmark Center service provides technical, management, and process training courses for the coastal management community, plus professional development opportunities for postgraduate students through fellowships and assistantships.
- **Supporting the Northeast Regional Ocean Council (NROC)** – Rhode Island Governor Carcieri proposed this council to determine priority regional ocean issues appropriate for a coordinated response. Center employees in the northeast are coordinating interagency support. A kick-off meeting is planned for the spring.
- **National Weather Service and Federal Emergency Management Agency Support** – The Center provides personnel, remote sensing, training, and geographic information system (GIS) support to NWS (including on-site at the National Hurricane Center), FEMA, and local and state agencies regularly, and increased services during times of emergency.
- **Creating Coastal Version of the No Adverse Impact Manual** – In partnership with the Association of State Floodplain Managers, the Center will produce the coastal version of this popular guidebook, which will be ready for distribution in the summer of 2006 in English and Spanish versions.
- **NOS Storm Surge Partnership Project** – The Center provides coordination and technical input for this cross-NOAA project, including user needs assessment and workshop coordination, training, graphical and spatial displays, decision-support tool development, and framework data inventory. This project is helping to provide the impetus for completing eight actions in the NOAA storm surge action plan.

- **Integrating Social Science Information into Restoration Planning** – The Center is working with Washington State and local coastal management agencies to integrate social and economic information into the restoration planning effort in Washington's Deschutes estuary.
- **Marine Boundaries Project** – The Center is developing an interactive mapping Web site for viewing and downloading ecosystem boundary and associated spatial data. The site will be used to foster regional and ecosystem approaches to coastal and ocean resource management and will help support the work of the NOAA EGT.
- **Improving GPRA Reporting** – The Center is working with NOAA Fisheries to train grant recipients from NOAA's Community-based Restoration Program to design science-based monitoring of their habitat restoration projects so that NOAA can include those projects when reporting the GPRA performance measure for acres of habitat restored. Unlike other federal agencies, NOAA's reports of restoration projects include assessment of the level of ecosystem function restored, which requires a science-based monitoring effort.

C. *Status of deliverables* – No delays are anticipated.

D. *Reasons for delays* – Not applicable.

E. *Office's role in goal teams and programs*

- *Program Coordinator* for Coastal and Marine Resources Program in the Ecosystems Goal Team.
- *Program Manager* for Coasts, Estuaries, and Oceans in Weather and Water.
- *Program Coordinator* for Coasts, Estuaries, and Oceans in Weather and Water.
- Participation in the Climate Observations and Analysis program for coastal climatologies in the Climate Goal.
- Goal team advisors are roles played by all members of the Center's core team.
- Provider of logic model training for NOAA goal and program teams.

F. *Impacts of '06 Appropriation on program.*

- **\$3 Million in Funds Directed to Mississippi**
The conference report directed \$3 million from the Center's base appropriation to Mississippi for Digital Earth Model. The impact of this reduced funding level has required cuts in all programs across the Center. Cuts include reductions to Center grant programs, stopping deployment of a new ecological characterization, curtailing development of a leadership development training program for state managers, and reducing data acquisition efforts with the private sector.

- **Coastal Storms Program Slowed in Southern California and Start-up of Gulf of Mexico Pilot Delayed**

The conference mark reduced this program \$1.75 million below the President's request. Investments in this program have used expertise and tools from across NOAA to help communities lessen the impacts of coastal storms. Products include risk and vulnerability assessments, flood response tools, and improved weather forecasting. The development of efforts in the southern California area will be slowed and some projects stopped, which adds additional expenses and undermines the momentum of this effort. In addition, the initiation of the fourth pilot in the Gulf of Mexico region will be delayed until at least fiscal year 2007.

Previous work in northern Florida was extremely successful. Coastal Storms is an excellent implementation tool for NOAA's commitment to helping coastal states and communities prepare for and respond to natural events. Coastal Storms has won a Bronze Medal, is a prime example of One-NOAA, and is one of only a few cross-NOAA efforts to appear in the President's budget and be approved.

G. Fiscal year 2006 congressional language issues.

- **Gulf Coast Services Center Delayed**

This is noted as a follow-on issue from the fiscal year 2004 appropriations report requiring the Center to develop a plan to stand up a Gulf Coast Services Center. The report was delayed by the administration and not sent to Congress until October 2005. A congressional request for completion of the proposed needs assessment was recently received by NOAA. The Center's target for completion of this assessment is fiscal year 2006, fourth quarter.

H. Issues and/or metrics that NOAA is closely following.

- **Milestones in the Department of Commerce Plan for Success**

1. Initiating routine data management best practices through workshops and efforts with other offices within NOAA, the Integrated Ocean Observing System Data Management and Communication efforts, and regional partners.
2. Implement the NOAA storm surge action plan for next generation storm surge forecasting for local, state, and regional emergency managers.

- **GPRA Performance Measures in Department of Commerce Plan for Success**

1. Cumulative percentage of U.S. shoreline and inland areas that have improved ability to reduce coastal hazards impacts.
2. Annual number of coastal, marine, and Great Lakes ecological characterizations that meet management needs.

II. Outlook beyond Fiscal Year 2006

A. Identify your high-level longer-term program goals (3–5 years).

- **Use Theme-Driven Approach to Improve Center Efforts**
As part of the restructuring effort, the Center has developed theme areas that stretch across the organization (hazards, watersheds, integrated ocean observing systems, and learning organization). The organization is using logic models and the theme approach to make outcomes work better for the customer and for executing NOAA's goals, and is establishing performance measures coupled to the outcomes to monitor and verify progress.
- **Perform Business with New Models of Regional and One-NOAA**
Through the regional effort, the Center is continuing to develop closer ties with the end users, which means more focused projects and more opportunities to leverage NOAA assets where they can do the most good.
- **Realize Hazard-Resilient Communities**
The Center will work within NOAA to facilitate a community resiliency initiative for hazards. The Center's experience in developing community decision-support tools will be combined with NOAA-wide expertise in physical, societal, and ecological hazards impacts to develop a Community Resiliency Index (CRI). The CRI will better quantify potential hazard impacts and assess community resiliency based on a wide range of interdependent factors. It will be developed through collaborative partnerships between NOAA and other federal agencies, the hazards research community, and a wide range of end users who are seeking multi-hazard, interdisciplinary tools to help them in disaster planning, response, and recovery.
- **Bring Remotely Sensed Data to Coastal Managers through the Digital Coast**
Data from both satellite and airborne sources is at the heart of the Digital Coast project, which includes baseline land cover data for most of the nation's coastal zone, plus a plan to "remap" rapidly developing areas of the coast every five years. Future data investments include higher resolution topographic maps, training programs, and decision-support tools that help local and state programs get the most out of these decision-improving data streams. Digital Coast supports NOAA's Integrated Ocean and Coastal Mapping (IOCM) effort.
- **Increase Understanding of and Incorporate Climate System Information into Coastal Decision Making**
The Center has combined efforts with the National Climatic Data Center and university partners to develop coastal climatology products that combine forecast information, marine and terrestrial observations, and long-term trend forecasts

into Web-based tools for coastal managers. Additional climate work in the second phase of the Climate and Weather Impacts on Society and the Environment (CWISE) cooperative agreement will focus on sea level variability to enhance coastal community resilience to extreme events and climate change through research, delivery of information and services, and education and outreach.

- **Understand the “People” Side of Coastal Resource Management**

Today’s managers increasingly recognize the need for greater understanding and application of social science concepts and methods to address the human dimensions of natural resource management. In response to this, the Center is increasing its emphasis on applied social science to support coastal management decision making. Center employees develop information resources, provide technical assistance, and work in collaboration with internal NOAA and external partners to address complex relationships between people and the coast. Through these efforts, the Center seeks to foster increased recognition, understanding, and consideration of the social, cultural, and economic aspects of managing natural resources along the nation’s coasts.

B. Identify your highest priority programs (top 1/3) which the AA must be especially sensitive to.

- Advancing IOOS
- Developing hazard-resilient communities
- Incorporating social and economic information for decision making
- Executing regional approach

C. Impacts of 1% reduction in fiscal year 2007.

- In anticipation of future budget tightening and the need to focus the Center’s programmatic efforts, the organization conducted a strategic assessment and initiated an administrative and financial assessment.
 - a. The Center identified seven to eight projects where decisions will have to be made on whether to fully engage or disengage from the efforts.
 - b. The Center is evaluating all business, technology, and other practices and services to assess where there are efficiencies or other opportunities.
 - c. The Center is evaluating which products and services are critical business lines that should be maintained or expanded, and which could be phased out.
- There will be impacts on the extent and range of activities the Center can support and engage in as a result of the federal budget projections. Our organization has initiated an analytical process to make informed choices as these events unfold.

D. Major changes in fiscal year 2007 request – None.

E. Significant/key staffing issues anticipated.

- Regional staffing requirements
- Pay banding impacts including financial
- Addressing needs and outcomes from implementing a more formalized learning organization concept

F. New/reauthorization legislation needed.

- **Coastal Zone Management Act Reauthorization**
- **SEC. 11. Coastal Services, Training, Education, and Technical Support. Section 310 (16 U.S.C.1456c) is amended —**
‘SEC.310.(a)(1) The Secretary shall conduct a program of training, education, technical assistance, technology transfer, management-oriented research, and other services to support -
 “(A) State coastal management programs and national estuarine reserves designated under this title;

 “(B) other Federal agencies, local governments, Indian tribes, other persons, and international cooperative efforts relating to the comprehensive planning, conservation, and management of ocean and coastal resources.”

(2) The Secretary may, in implementing this program, take into consideration the need to address regional or local concerns, including the unique needs of islands States and territories, in order to provide effective and efficient support and develop expertise.

“(3) The Secretary shall coordinate the technical assistance, studies, management-oriented research and other activities under this section with any other relevant activities conducted by or subject to the authority of the Secretary.”

(2) in subsection (b) by inserting “COORDINATION AND CONSULTATION.—” after “(b)”;

(3) by adding at the end the following:

“(c) ASSISTANCE FROM OTHER AGENCIES AND PERSONS.—(1) Each department, agency, and instrumentality of the executive branch of the Federal Government may assist the Secretary, on a reimbursable basis or otherwise, in carrying out the purposes of this section, including the furnishing of information

to the extent permitted by law, the transfer of personnel with their consent and without prejudice to their position and rating, and the performance of any research, study, and technical assistance that does not interfere with the performance of the primary duties of such department, agency, or instrumentality.

“(2)The Secretary may enter into contracts or other arrangements with other Federal agencies and any other qualified person for the purposes of carrying out this section.”

III. External Issues

A. Identify principal stakeholders whose cooperation needs to be sought or improved.

- State coastal programs (regulatory programs, research reserves, Sea Grant offices, and sanctuaries)
- Coastal States Organization
- National States Geographic Information Council (NSGIC)
- Association of State Floodplain Managers (ASFPM)
- Land Trust Alliance (LTA) and conservation organizations (e.g., The Nature Conservancy)
- National Association of Counties (NACO)
- Institute for Business and Home Safety (IBHS)
- National Emergency Managers Association (NEMA)
- Private sector (the Center has very positive relationship with remote sensing industry and related associations, e.g., Management Association for Private Photogrammetric Surveyors, or MAPPS)
- National Federation of Regional Associations (NFRA)
- Consortium for Oceanographic Research and Education (CORE)
- National Conservation Training Center (NCTC)
- National Marine Educators Association (NMEA)
- Nonpoint Education for Municipal Officials (NEMO)

*B. Identify activities (conferences, meetings, etc.) which the AA should plan to attend in the next 6 months.**

- Program Managers' Meeting – March 2006
- The MAPPS Federal Programs Conference – Washington, D.C., March 13–15, 2006 (Hyatt Regency Capitol Hill) – www.mapps.org
- Natural Hazards Conference – Boulder, Colorado, July 2006
- California and the World Ocean, September 17–20, 2006

**Note for future reference* – The Coastal Services Center organizes two major conferences that the Assistant Administrator should be aware of and seek to attend:

- **GeoTools '07 – March 2007, Myrtle Beach, SC.** This conference, held every two years, helps state programs learn about technology and the ways in which these tools can help states and local governments better manage their coastal resources. Approximately 400 representatives from local, state, and federal government, academia, and the private sector attend this event.
- **Coastal Zone 07 – July 2007, Portland, Oregon.** This is the largest international gathering of its kind. Coastal resource managers (numbering approximately

1,000) attend this weeklong conference to share new ideas and information learned from previous experiences. Many offices within NOAA, plus other federal agencies and the private sector, help sponsor this event.

C. Identify cooperative efforts with NOS offices, NOAA line offices, and other federal agencies of which the assistant administrator should be aware.

See attachment: 4-page list from Center Annual Operating Plan that discusses the organizations cooperative efforts within NOAA)

- National Ocean Economics Program and Bureau of Labor Statistics – need for Memorandum of Understanding for access to BLS to continue NOEP efforts
- MAPPS interactions and private-sector data acquisition strategies
- Coastal Geospatial Services IDIQ Contract (other NOS offices using vehicle)
- *Chair* – NOS Remote Sensing Working Group
- *Chair* – NOAA GIS Committee
- *Chair* – NOS GIS Working Group
- *DOC Representative* – OMB Geospatial One-Stop Board of Directors
- *DOC Representative* – Federal Geographic Data Committee (FGDC) Steering Committee
- *Chair* – FGDC’s Marine and Coastal Spatial Data Subcommittee
- *NOAA Representative* – Ocean.US Data Management and Communications (DMAC) Steering Team
- *NOS Representative* – NOAA Data Management Committee
- *Member* – Interagency Working Group on Ocean and Coastal Mapping (IWG-OCM) – reports to JSOST
- *Executive Director* – Coastal Zone conference; working with NOAA programs and EPA, U.S. Geological Survey, Minerals Management Service, and Department of Energy
- *NOAA Representative* – National Oceanographic Partnership Program (NOPP) Interagency Working Group (IWG)
- *NOAA Representative* – Committee on Environment and Natural Resources Subcommittee on Disaster Reduction (SDR)
- *Incoming Chair* – American Meteorological Society, Societal Impacts Board
- Interagency Agreement with EPA’s office of Wetlands, Oceans, and Watersheds and the Oceans, Coasts, and Estuaries program
- Joint Project Agreement with the Great Lakes Commission
- FEMA assignment through mission assignment ESF-H

IV. Other

Describe any other issues—whether programmatic, resource related, or organizational culture—which the AA needs to know in order to be effective.

- **Getting Office of Management and Budget (OMB) Approval for Surveys**
Getting feedback from the audiences we serve is an important component of this organization's culture and critical for gathering mid- and long-term data on our performance measures, yet the process that is required to get OMB approval is so onerous that it discourages getting this feedback. It is taking over a year for NOAA and OMB approval for a survey as part of a product evaluation. All offices are, or soon will be, facing the same challenges with OMB when trying to collect information as part of needs assessments, performance monitoring, and evaluations. The Center asks for assistance from the assistant administrator's office to see if the length and "black box" nature of this process can be addressed.